



# Comprehensive Emergency Management Plan



September 2021

# I. LETTER OF PROMULGATION

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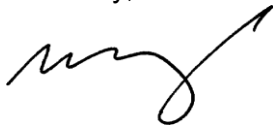
Pursuant to the [Florida Board of Governors' Regulation 3.001\(b\)](#), I am pleased to announce the release of Florida International University's (FIU) updated Comprehensive Emergency Management Plan (CEMP). Florida International University is committed to protecting the welfare of its students, faculty, staff and visitors and assisting our surrounding communities in times of crisis. This plan outlines FIU's roles and responsibilities to prepare for, mitigate against, respond to and recover from any large-scale event that may affect the University community, environment, infrastructure and/or daily operations.

The CEMP is established in accordance with federal, state and local statutes, regulations and authorities for emergency management. The National Incident Management System and Incident Command System have been adopted by FIU and are incorporated into this plan. University staff assigned to the Emergency Operations Center have been trained in the Incident Command System and utilize its principles during regular exercises and in any emergency event.

With the knowledge that the most timely and appropriate responses can best occur when a well documented plan has been implemented and integrated throughout the University, it is my expectation that the University will be prepared to respond to and recover from any disaster, whether natural, technological or human-generated. It is also my expectation that the University community will develop and maintain individual unit Continuity of Operations Plans using FIU Ready so that critical functions can continue with minimal disruption to the unit.

Each University unit with assigned emergency responsibilities has received and reviewed a copy of this plan. I am confident that each unit and assigned personnel will be ready to respond effectively when needed. We all have a critical role and shared responsibility when it comes to emergencies. Being prepared for any emergency is a responsibility we take seriously at FIU. Therefore, I encourage University students, faculty and staff to be prepared and take appropriate actions to protect themselves, their families, pets and properties when calamity occurs. For an electronic copy of this plan and information about how you can be better prepared for disasters, please visit FIU's Department of Emergency Management's website at [dem.fiu.edu](http://dem.fiu.edu).

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark B. Rosenberg', with a stylized flourish at the end.

Mark B. Rosenberg  
President



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### III. RECORD OF CHANGES

Date of Change	Page or Section Changed	Summary of Change
August 1, 2015	Base plan	Base plan was reviewed and revised. Title was changed from Emergency Management and Continuity of Operations Plan (EMCOP) to Comprehensive Emergency Management Plan (CEMP).
August 17, 2015	EMCOP Hurricane Response Plan	Plan was reviewed and revised. Title was changed to Annex: Hurricane.
May 1, 2017	Page 8 Page 18	Base plan was reviewed per plan review and maintenance schedule. Satellite locations changed to regional academic locations; update made to position title.
October 1, 2018	Title Page; Authorities and References; Introduction; Finance and Administration; Plan Development, Maintenance, and Revisions	Updated Title Page and footer. Included new FIU emergency plans and procedures. Added Plan Implementation section to Introduction. Updated planning process for no-notice and planned emergency events. Updated EOC Staff Chart. Added Logistics Support and Resource Management section. Revised Emergency Response Function table. Updated and referred plan development and maintenance to SOP for Plan Development, Maintenance, and Revisions. General maintenance throughout the plan.
September 13, 2021	Base plan; page 8	Base plan was reviewed. Updated university overview and position titles throughout the plan. Updated all charts and graphs. Language on page 8 was changed to reflect current EOC activation process.
October 12, 2021	Page 10-12; Locations	Included HWCOM Flagler Location and National Forensic Science Technology Center.

## IV. AUTHORITIES AND REFERENCES

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The following statutes, regulations and standards were used to provide guidance, requirements and authority to develop this plan:

### A. Florida Statutes:

[Chapter 23, Florida Mutual Aid Act](#)  
[Chapter 252, State Emergency Management Act](#)  
[Chapter 381, Public Health](#)  
[Chapter 768, Good Samaritan Act](#)

### B. Florida Administrative Code:

[27P-6, Review of Local Emergency Management Plans](#)  
[9G-14, Hazardous Materials](#)  
[Florida State Executive Order No. 80-29, Disaster Preparedness, April 14, 1980](#)  
[Executive Order 07-77, Gubernatorial Task Force for University Campus Safety](#)  
[Florida Board of Governors' Regulation 3.001](#)

### C. Florida International University

[Policy 180.105 Emergency Management and Continuity of Operations](#)  
FIU Training and Exercise Plan  
FIU Continuity of Operations Plan  
FIU Continuity of Government Plan  
FIU Mitigation Plan  
FIU Emergency Notification and Crisis Communications Plan  
FIU Recovery Plan  
FIU Resource Management Plan  
FIU Threat and Hazard Identification and Risk Assessment  
FIU Department of Emergency Management Standard Operating Procedures

### D. Federal:

[Public Law 93-288, Robert T. Stafford Disaster Relief and Emergency Assistance Act](#)  
[20 U.S.C. § 1092\(f\) Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act](#)  
[Homeland Security Presidential Directive 5](#)  
[National Response Framework](#)  
[Emergency Management Accreditation Program, Emergency Management Standards](#)  
[Federal Emergency Management Agency \(FEMA\) CPG-101, Developing and Maintaining Emergency Operations Plans](#)  
[FEMA CPG-201, Threat and Hazard Identification and Risk Assessment](#)  
[US Department of Education Action Guide to Emergency Management at Institutions of Higher Education](#)  
[Americans with Disabilities Act \(ADA\) of 1990, as Amended](#)

### E. Local Codes:

[Chapter 8B of the Miami-Dade County Code of Ordinances](#)  
[Miami-Dade County Comprehensive Emergency Management Plan](#)

**F. Other:**

[National Fire Protection Association \(NFPA\) 1600, Standard on Disaster/Emergency  
Management and Business Continuity](#)  
[NFPA 3000, Standard for an Active Shooter/Hostile Event Response \(ASHER\) Program](#)

## V. INTRODUCTION

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Florida International University's Comprehensive Emergency Management Plan (FIU CEMP) ensures that all levels of the University are coordinated and ready to safeguard the well-being of its students, faculty, staff, and visitors. This base CEMP describes the strategies, assumptions, operational objectives and mechanisms through which the University will mobilize resources and conduct activities to guide and support emergency management efforts and is available to the public. The accompanying annexes and supporting planning guidance to the base plan are hazard- or operational-specific, must maintain confidentiality, and may only be used for official University business purposes. Questions about permissible uses and sharing of records should be directed to the FIU Department of Emergency Management (DEM).

The CEMP is always in effect and articulates the roles and responsibilities among University, local, state and federal officials. This plan is compliant with the National Incident Management System (NIMS) and incorporates the principles set forth in the Incident Command System (ICS). Under the direction of the University President, the University's senior leadership will continue to participate in regularly scheduled exercises that test this plan and further the preparedness of the University.

### A. PURPOSE

Florida International University's CEMP establishes the policies, procedures and organizational structure for response to large-scale emergencies that cause a significant disruption to services or programs of the University. This plan describes the roles and responsibilities of all University units and personnel during emergency situations.

### B. SCOPE

This CEMP is a comprehensive, all hazards emergency management plan and outlines the four phases of emergency management: preparedness, response, recovery and mitigation. The CEMP incorporates NIMS to facilitate coordination among responding agencies and is consistent with Miami-Dade County's CEMP, the state of Florida's CEMP and the US Department of Homeland Security's National Response Framework.

Emergencies may be sudden and without warning. This plan is designed to be flexible, adaptable and scalable for any type of hazard. Through annexes, this plan addresses several specific types of emergencies providing guidelines for the response, stabilization and recovery from a specific event.

The University recognizes that it must be prepared for different emergency scenarios requiring activation of the CEMP:

- Incidents occurring on University property. These are incidents where University personnel assume their emergency management roles as dictated by this plan.
- Incidents outside the University, but affecting campus operations. These are incidents in the surrounding community that may impact campus activities.



- Incidents outside the University not affecting its operations. These are incidents in the surrounding community with no impact on the ability of the University to continue its operations, but the University may be asked to render assistance to one or more local or state agencies.

University personnel and equipment will be utilized in accordance with the guidelines set forth in this CEMP to accomplish the following priorities:

- Protect human life.
- Protect and/or mitigate against damage to University infrastructure and buildings, research and research animals.
- Maintain communications with the FIU community and emergency personnel.
- Collect and analyze information to support decision-making and the development of incident action plans.
- Assess damages.
- Restore essential services.
- Stabilize and restore normal operations as quickly as possible.

### **C. PLANNING ASSUMPTIONS**

- An emergency can occur at any time of the day or night, weekend or holiday with varying degrees of warning and may escalate rapidly.
- Emergencies and disasters differ in character by magnitude, severity, duration, onset, area affected, frequency and probability.
- When FIU resources and capabilities are exhausted, additional resources will be requested through the county, state, or mutual aid with other local governments or universities.
- Disasters may extend beyond University boundaries and areas of the community may experience casualties, property loss, disruption of normal life support systems and loss of regional, economic, physical and social infrastructures.
- Major emergencies may become county or statewide events and assistance from local, state, and federal emergency response agencies may not be immediately available.
- Emergency response and essential personnel may be affected by the disaster and experience injury to themselves, family members and/or damage to their homes and personal property.
- Students, faculty and staff may not be able to leave or return to campus.
- Effective disaster preparedness requires ongoing University-wide training and exercising, as well as individual preparation by students, faculty and staff.

### **D. PLAN IMPLEMENTATION**

FIU Police Department's Communication Center is located inside Parking Garage 5 at the Modesto Maidique Campus. The FIU community has access to the communications center twenty-four (24) hours a day, seven (7) days a week, including holidays. The police communication operators who staff the FIUPD Communications Center are responsible for: a) handling emergency calls from telephones, elevator phones, and emergency call boxes; b) monitoring weather alerts and fire and burglar alarms; c) dispatching officers and first responders when necessary; d) assisting the FIU community and visitors on a walk-in basis; and e) operating

the Florida Department of Law Enforcement, Miami-Dade Police, and other regional information sharing networks for law enforcement purposes. The FIU community can report any incident to the following university emergency numbers:

FIU Location	Emergency Number	Non-Emergency Number
Modesto Maidique Campus	305-348-5911	305-348-2626
Biscayne Bay Campus	305-919-5911	305-919-5559
Other FIU locations	911	Local police precinct

Additionally, incidents can be reported to [FIU Police Department](#) anonymously using the online [Silent Witness Form](#).

There are two types of emergency activations—planned and no-notice or unplanned events. For planned events, DEM coordinates with FIU executive leadership and stakeholders to partially or fully activate the emergency operations in advance of the planned event (e.g. hurricane, commencement, major special events). No-notice or unplanned events are often chaotic and are characterized by on-scene responders implementing life-saving actions and managing the incident. As the incident expands, FIU Police Department will notify the Vice President of the Division of Operations and Safety/Chief of Staff for the President who will then notify DEM. The FIU President (or designee) is responsible for authorizing the activation of the Emergency Operations Center (EOC) and appointing an Incident Commander (see the **FIU DEM Standard Operating Procedures for Emergency Operations Center** for additional details). DEM is responsible for notification to other key decision makers and university resources.

Notification of the Executive Policy Group and EOC staff may occur via voice calls, text messages, and/or e-mail. Upon receipt of notification, EOC staff is expected to arrive at the EOC at the designated date and time for an initial briefing.

## VI. UNIVERSITY OVERVIEW

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Florida International University (FIU) is a multi-campus, urban public research university located in Southeastern Florida offering more than 200 baccalaureate, masters, professional and research doctorate programs as well as basic and applied research. Interdisciplinary centers and institutes conduct collaborative research to seek innovative solutions to economic, technological and social problems.

The University has two main campuses, the 342 acre Modesto A. Maidique Campus (MMC) in western Miami-Dade County and the nearly 200 acre Biscayne Bay Campus (BBC) in northeast Miami-Dade County. Additionally, FIU has regional academic locations in Miami Beach, the city of Miami, the city of Miramar in Broward County and the Medina Aquarius Program in Islamorada in the Florida Keys, Monroe County.

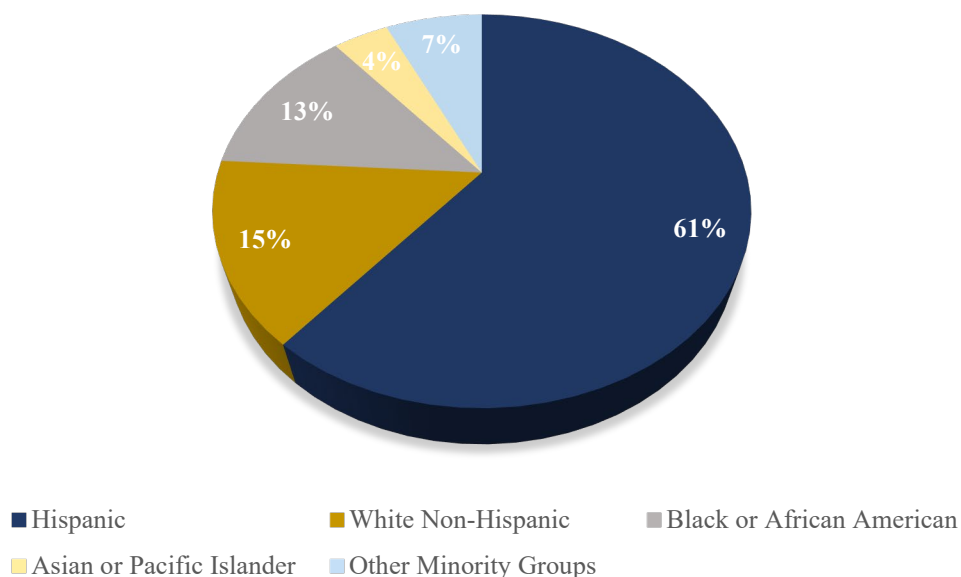
Founded in 1965, FIU opened its doors in 1972 with 5,667 students, the largest opening enrollment in US collegiate history. Today, FIU is listed as the fourth largest public university by enrollment and is the largest in South Florida with over 58,000 students. FIU is designated as a top-tier Carnegie research institution and is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate, baccalaureate, masters, and doctoral degrees.

FIU ranks 1<sup>st</sup> in the nation in awarding bachelors degrees to Hispanic students and received it's first-ever Seal of Excelencia for its success in educating Latino students. U.S. News ranked FIU No. 17 in the category of most innovative public universities. FIU has earned the highest score among public universities in the state according to the Florida Board of Governors performance-based funding scores. FIU is one of the top 50 universities and has been recognized with national rankings in international business, law, nursing, public health, social mobility and environmental resilience efforts. Based on the U.S. News and World Report rankings, FIU is No. 78 among public universities in the nation, according to the 2022 National University Rankings. FIU is also recognized by The Great Colleges to Work® for Program for the sixth consecutive year with honor roll designation and recognition in all 10 categories.

FIU is governed by a 13 member Board of Trustees (BOT) appointed by the Governor of Florida and the Board of Governors (BOG) of the State University System (SUS). FIU's President reports directly to the BOT.

With over 58,000 students and 10,000 faculty and staff, FIU's total population exceeds the population of 26 of the 67 counties in the state of Florida and 373 of the 411 municipalities in the state.

**FIU'S STUDENT POPULATION**



In addition to its two (2) major campuses, FIU is home to the Herbert Wertheim College of Medicine, the FIU College of Law, three (3) museums and multiple regional academic locations in three (3) counties. A hospitality management program in Tianjin, China in cooperation with Tianjin University of Commerce is one of many degree programs offered abroad.

As a Carnegie engaged university, FIU emphasizes research as a major component of its mission and has major research projects located locally and abroad. FIU has students and faculty around the world in its study abroad, international student exchange and student led Alternate Breaks programs.

### **FIU LOCATIONS**

Modesto A. Maidique Campus	Located in Western Miami-Dade County, this 342 acre campus houses 118 buildings which include residence halls, the eight (8) story Steven and Dorothea Green Library, FIU stadium and arena, the 46,000 sq. ft. Patricia and Phillip Frost Art Museum, a 16 acre educational environmental preserve and the National Oceanic Atmospheric Administration National Weather Service National Hurricane Center and Weather Forecast Office Miami.
Biscayne Bay Campus	Located in the city of North Miami Beach, this 200 acre campus includes the Marine Science building and its extensive marine research, an Olympic swimming and diving pool, The Glenn Hubert Library, Kovens Conference Center, the Chaplin School of Hospitality & Tourism Management, School of Journalism and Mass Communication, a Miami-Dade County Public High School and Royal Caribbean Cruises Ltd. rehearsal facility.
Engineering Center	Located one (1) mile north of MMC, this 40 acre engineering research facility includes the International Hurricane Research Center and the Wall of Wind 12 turbine fan hurricane wind simulator.
FIU at I-75 in Miramar	Co-located with Broward College in the city of Miramar in Broward County, FIU at I-75 offers accelerated graduate business programs for the working professional from the top-ranked Chapman School of Business, College of Arts and Sciences and the College of Engineering and Computing.
FIU Downtown on Brickell Center	Located in an urban area in downtown Miami in the neighborhood known as Brickell, this center encompasses 32,000 sq. ft. of classrooms, faculty and administrative offices and dining facilities to accommodate working professionals pursuing graduate-level courses.

Herbert Wertheim College of Medicine Flagler Location	Located in the city of Miami about 3 miles east of MMC this center serves the Herbert Wertheim College of Medicine's Master in Physician Assistant Studies (MPAS) program.
Miami Beach Urban Studios	Located on Lincoln Road in one of the most vibrant, artistic urban centers in the city of Miami Beach, Miami Beach Urban Studio provides a student centered gallery, studio and various performance spaces.
The Wolfsonian - FIU	Located in the city of Miami Beach, this four (4) story facility is a museum, library and research facility serving as a resource for students to observe, study and research an impressive collection of art and historical pieces.
The Jewish Museum of Florida - FIU	Located in the city of Miami Beach in two (2) restored former synagogues, the museum is on the National Register of Historic Places and houses photos and artifacts that depict the Jewish experience in Florida and serves as a resource for students and faculty.
Medina Aquarius Program	Sixty-two feet underwater in the Florida Keys, Aquarius Reef Base is the world's only undersea research laboratory that provides means to study the ocean, develop state-of-the-art undersea technology and train specialized divers and astronauts.
International Center for Tropical Botany at The Kampong	Located in the city of Miami in the Coconut Grove neighborhood at The Kampong, the historical home of economic botanist David Fairchild and the National Tropical Botanical Garden's only garden outside of Hawaii, this center leads the effort to preserve and study tropical plants for future generations. Research will focus on the economic uses of tropical plants.
International Programs	In addition to FIU's bachelor degree program in hospitality management in China, graduate degree programs are offered in the Dominican Republic, Jamaica and Panama.
International Research Projects	As a Carnegie engaged institution, research is conducted both here and abroad. Major projects abroad include the Integrated Water, Sanitation and Hygiene (iWASH) project in Tanzania, West Africa; Water Supply in Burkina Faso and Ghana; Integrated Water Security in Rwanda and projects in Brazil and Mexico.





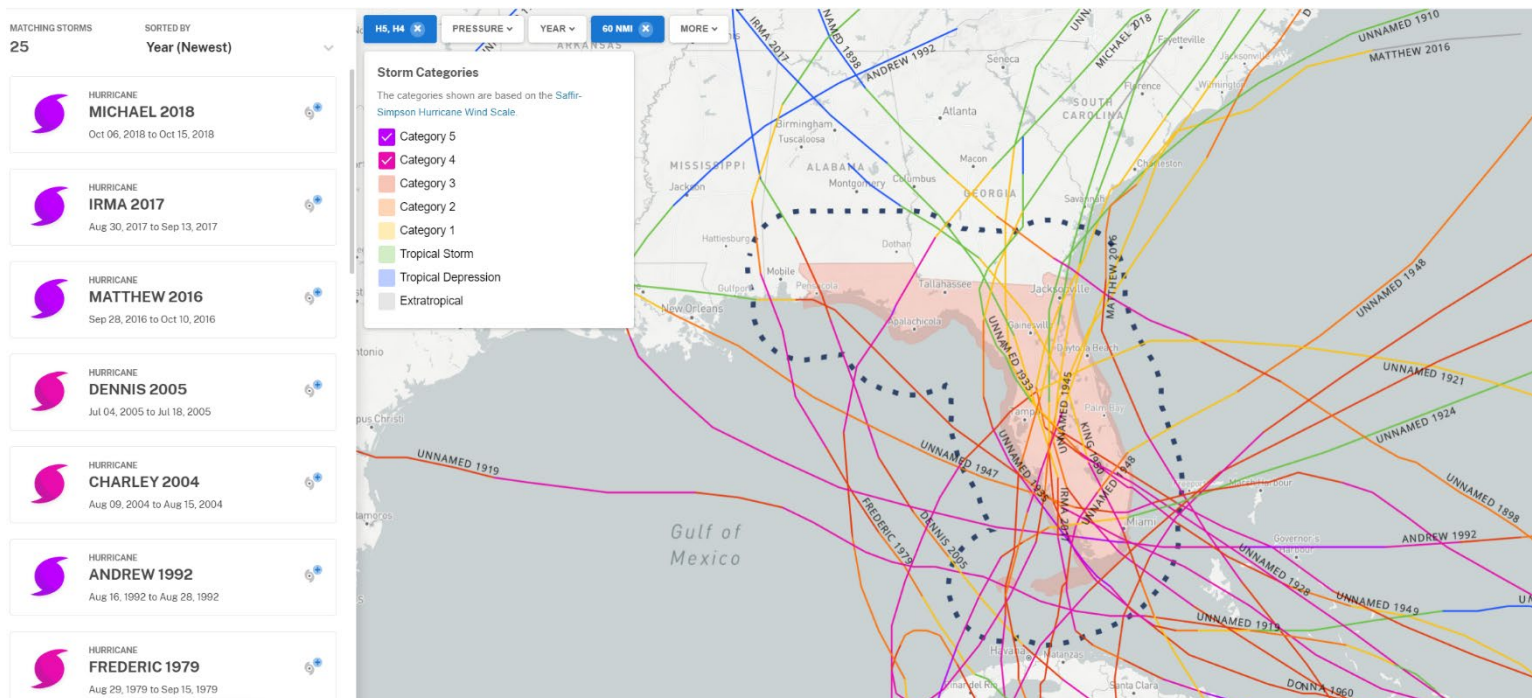
## VII. GEOGRAPHY AND CLIMATE

Miami and its suburbs are located on a broad plain between the Florida Everglades and Biscayne Bay. Much of FIU is located in this area with the exception of the Broward and Monroe county locations. Most neighborhoods, particularly those near the coast average three (3) feet above sea level with elevations never exceeding 15 feet. The main portion of the city lies on the shores of Biscayne Bay. The surface bedrock under Miami is limestone covered by a thin layer of soil and is no more than 15 feet thick. The Biscayne Aquifer is a natural underground river extending from southern Palm Beach County to Florida Bay. Most of the South Florida metropolitan area obtains its drinking water from this aquifer and digging beyond 15 to 20 feet is impossible without hitting water, impeding underground construction.

Miami has a tropical climate with seasons roughly determined by precipitation amounts. Its sea level elevation, coastal location, position just above the Tropic of Cancer and proximity to the Gulf Stream help determine its climate. During the May to October wet season temperatures range from the mid 80's to 90's accompanied by high humidity.

Miami ranks as one of the highest US cities for rainfall with amounts averaging 61.9 inches annually with severe flooding from summer thunderstorms a common occurrence. Miami's wet season coincides with the Atlantic hurricane season which is officially June 1 – November 30. Miami has been identified as one of three (3) cities in the US most vulnerable to hurricanes due to its location and being surrounded by ocean and low-lying coastal plains.

### HISTORICAL HURRICANE TRACKS



## VIII. THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT (THIRA)

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As part of FIU's participation in the pilot Disaster Resistant University program funded by the Federal Emergency Management Administration (FEMA) to increase universities' resilience to disasters, a qualitative hazard identification and risk analysis was completed, resulting in the following hazard risk classification for FIU: *High Risk, Moderate Risk, Low Risk and Negligible Risk*.

The classification relied heavily on historical and anecdotal data, stakeholder input and professional and experienced judgment regarding expected hazard impacts. It also carefully considered the findings in other relevant plans, studies, and technical reports.

It should be noted that there are some hazards that are considered low or negligible risk (e.g. sinkhole or freeze). Nonetheless, the occurrence of these other hazardous or threatening events may pose a risk to the University. Varying or unprecedented magnitudes is still possible in some cases and will continue to be reevaluated during future updates of this CEMP. The hazard risks listed below were reevaluated during this review based on actual incidents, historical data and professional and experienced judgment and remain unchanged.

### HAZARD RISK

RISK LEVEL	TYPE OF HAZARD**
HIGH RISK	<b>Hurricane/Tropical Storm</b> <b>Severe Weather</b> (Tornado, Flooding, Lightning)
MODERATE RISK	<b>Structure Fire</b> <b>Pandemic</b> <b>Hazardous Materials Incident</b> (Chemical, Biological, Radiological, Nuclear & Explosive) <b>Campus Attack</b> (Terrorism, Hostile Act, Bombing, Active Shooter) <b>Cyber Attack</b>

**\*\*Bold text denotes the seven identified hazards for FIU emergency planning\*\***

Furthermore, the seven identified hazards for the University can be grouped into the three hazard types (natural, technological, and human-generated).

#### IDENTIFIED HAZARDS FOR FIU BY TYPE

NATURAL	TECHNOLOGICAL	HUMAN-GENERATED
<b>Hurricane/Tropical Storm</b> <b>Severe Weather</b> (Tornado, Flooding, Lightning) <b>Structural Fire</b> <b>Pandemic</b>	<b>Hazardous Materials Incident</b> (Chemical, Biological, Radiological, Nuclear & Explosive)	<b>Campus Attack</b> (Terrorism, Hostile Act, Bombing, Active Shooter) <b>Cyber Attack</b>

## IX. CAPABILITY ASSESSMENT

FIU's Department of Emergency Management (DEM) continually assesses response capabilities based on the hazard and risk analysis process. As new hazards are identified or the current risk status changes, DEM will review existing response capabilities and make appropriate recommendations to University stakeholders for additions or changes to preparedness and response capabilities and resources.



Following any Emergency Operations Center (EOC) activation or exercise, an after action review is conducted to discuss potential risks, recognize any new hazards and identify any gaps or areas of improvement in FIU's preparedness, response and recovery actions.

Additionally, FIU's robust training and exercise program based upon the Department of Homeland Security's 15 National Planning Scenarios, as well as other vulnerabilities FIU may be exposed to such as severe weather, civil disturbances, active shooter, etc., provides opportunities to address any gaps in preparedness, response capabilities or resource requirements. See **FIU Training and Exercise Plan** for additional information.

## X. CONCEPT OF OPERATIONS

## **A. INCIDENTS VS. MAJOR EMERGENCIES**

The FIU Police Department, Facilities Management Department, Division of Information Technology, and Department of Environmental Health and Safety respond on a daily basis to incidents and emergencies affecting the University community. These incidents are limited in scope and not considered a major, university-wide emergency. Mutual aid agreements, formal and/or informal agreements may be enacted, but may not require a declaration of a state of emergency or activation of the University's EOC even if the incident requires a response from multiple University departments. For the purposes of this CEMP, a major emergency is defined as a sudden, devastating event caused by nature, technology, or human-generated that seriously disrupts the University's ability to function and can cause human, material, economic or environmental losses and exceeds the University's resources.

## **B. PLAN ACTIVATION AND DECLARATION OF EMERGENCY**

When an imminent or actual event threatens the University, the President of FIU will declare a state of emergency and the University's EOC will be activated in response to the emergency. The FIU Board of Trustees Resolution on Presidential Authorities dated November 14, 2008, authorizes the President, in the event of an emergency, to close all or portions of the University campuses, cease normal operations and services and designate employees who provide essential services to work during the closing. This will ensure the safety of faculty, students, and staff as well as the protection of facilities and infrastructure.

If the President is unavailable, the individuals listed in succession below have the authority to close the University and declare an emergency:

1. PROVOST AND EXECUTIVE VICE PRESIDENT AND CHIEF OPERATING OFFICER
2. SENIOR VICE PRESIDENT FOR ADMINISTRATION AND FINANCE AND CHIEF FINANCIAL OFFICER
3. VICE PRESIDENT OF OPERATIONS AND SAFETY AND CHIEF OF STAFF OFFICE OF THE PRESIDENT
4. SENIOR VICE PRESIDENT FOR ACADEMIC AND STUDENT AFFAIRS

Additional details on university succession can be found in the **FIU Continuity of Government Plan**.

## **C. RESOURCE MANAGEMENT AND COORDINATION**

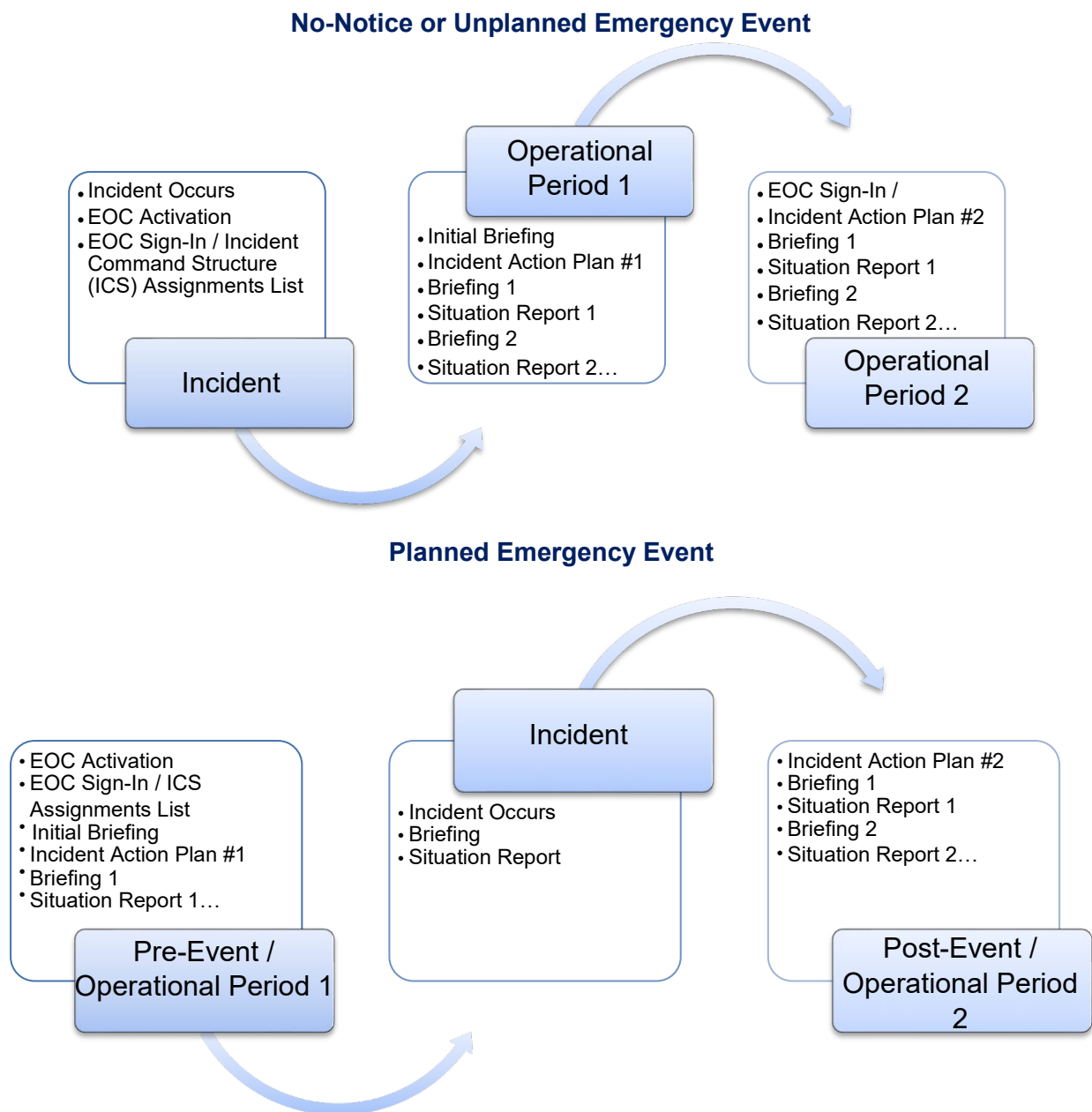
Pre-planned resource management and coordination is necessary to avoid conflicting responsibilities and duplication of services during an emergency or disaster. FIU's own resources and assets will be the first to respond to the event. If FIU's resources become overwhelmed, FIU will seek assistance from Miami-Dade County and/or other municipalities or regional partners utilizing pre-established relationships, mutual aid agreements and pre-negotiated emergency contracts. As a member of the SUS, FIU can request resources directly from the State Emergency Response Team and/or BOG liaison. A pre-determined chain of command in such a situation is required to avoid duplication of requests, insufficient resources or organizational difficulties.

All resource requests must be coordinated through the FIU EOC Logistics Section and, if approved by the Incident Commander, procured with the assistance of the Finance and Administration Section. Pre-established emergency contracts will be accessed through the Finance and Administration Section. Resource needs will be estimated with the assistance of the Planning



Section, who will be gathering, analyzing and reporting information about the event and projecting resource needs for the next operational period. Additional information can be found in the **FIU Resource Management Plan**. Periodic planning meetings led by the Planning Section Chief will help determine anticipated resources and objectives for the next operational period, which will be documented in an Incident Action Plan (IAP).

The incident action planning process is illustrated below.



The IAP establishes incident objectives and provides essential information regarding resource allocation, work assignments, safety issues, and weather. The result of this process is a detailed document that facilitates successful operations and provides a mechanism to evaluate execution of incident objectives and make adjustments as required throughout the event. Additionally, the IAP provides formal documentation of the incident.

## D. LEVELS AND ACTIVATION OF THE EOC

The University's EOC has three (3) levels of activation depending upon the nature and scope of an event:

- **Level 3** is day-to-day monitoring under normal conditions. Incidents that occur can be managed by University Departments, (i.e. FIU police, Facilities Department, etc.) and damage or disruption to University operations is limited in scope. The EOC is not activated.
- **Level 2** is a partial activation of the EOC meaning that only specific University EOC staff may need to be present to respond to the incident. Staffing may not be required 24/7.
- **Level 1** is a full activation requiring the entire EOC staff to be present 24/7 for an incident that may be threatening the University (i.e. hurricane) or an incident that has occurred that disrupts University operations and may exceed University resources.

The decision to activate the EOC will be made based upon the nature and scope of the event and in coordination with the President, Provost, Chief Financial Officer, Vice President of Operations and Safety, Police Chief, Assistant Vice President Division of Operations and Safety/Director of Emergency Management or their designees. See the **FIU DEM Standard Operating Procedure (SOP) for Emergency Operations Center** for more information.

## XI. COMMAND AND CONTROL

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FIU has adopted Incident Command Structure (ICS) as its command structure in the EOC. ICS is a standardized, all-hazards incident management tool that allows for a coordinated response among various University units, jurisdictions and agencies. It can be expanded or contracted depending upon the size of the incident, maintains a limited span of control, and follows a clear chain of command. Anyone assigned a role in the EOC is highly recommended to take the necessary ICS courses and have a working knowledge of the principles of NIMS and ICS. For the purposes of this CEMP, the ICS positions have been modified to function within the constraints of a university setting.

During specific emergencies such as a hazardous material spill or health emergency, outside agencies may function as the lead agency for the event and assume command with FIU representatives as part of a unified command structure. As part of FIU's training and exercise program, the Emergency Operations Center staff train and exercise with our local, state, and federal partners such as Miami-Dade County Office of Emergency Management, Miami-Dade Fire Rescue and Miami-Dade Police Departments, City of Sweetwater and North Miami Police Departments, Florida Department of Health in Miami-Dade County, and the Federal Bureau of Investigation in the event a Unified Command becomes necessary.

**The Policy Group** is the executive level oversight body who has the authority to make strategic policy decisions during an emergency and apprises the Board of Trustees of any actions taken.

### A. COMMAND STAFF

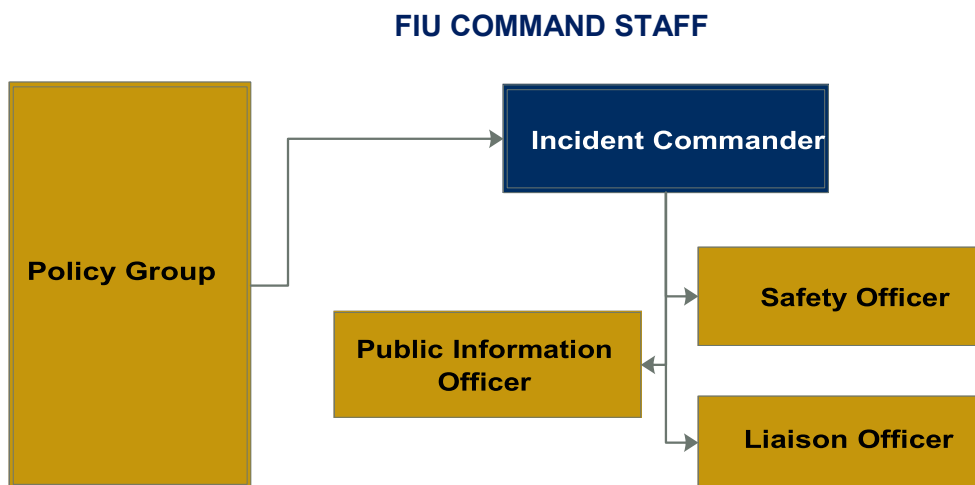
**The Incident Commander (IC)** reports to the Policy Group and is responsible for managing the incident by establishing incident objectives, strategies, and implementing tactics. The IC is determined by the type of incident, assigned by the President and may be part of a Unified

Command. The IC's Command Staff consists of the Safety Officer, Public Information Officer, and Liaison Officer.

**The Safety Officer** is responsible for monitoring conditions, specifically research laboratories, to ensure the safety of all personnel and works closely with the Department of Environmental Health and Safety.

**The Public Information Officer** is tasked with creating and disseminating accurate and timely information to internal and external stakeholders, the public and media.

**The Liaison Officer** is responsible for working with other agencies, particularly local and state governments and elected officials, who may be assisting in the response.



## B. GENERAL STAFF

**The Planning Section Chief** is responsible for developing the IAP for each operational period of the incident during an activation of the EOC. Planning Section staff gathers, analyzes and reports information about the event. Supporting units are: IAP Development, Documentation, Situation, and Resource.

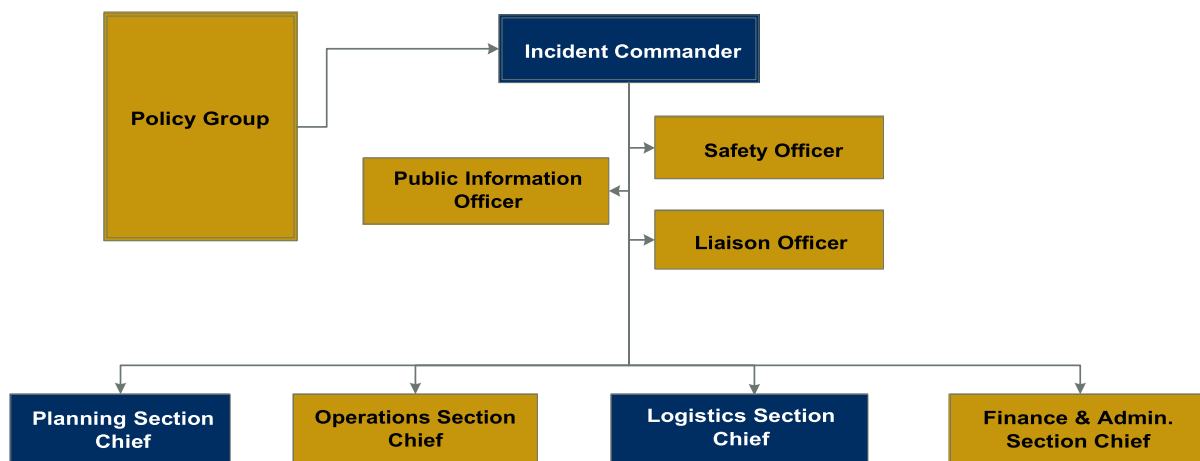
**The Logistics Section Chief** is responsible for coordinating all logistics for the deployment or use of University assets and coordinating the acquisition of resources from local, state and federal partners or outside vendors. Supporting units are: IT/Communications, Parking and Transportation, Infrastructure, Housing, Business Services, Athletics, Enrollment Services, and Sheltering.

**The Operations Section Chief** is responsible for carrying out the tactics of the overall incident strategy based upon the objectives established in the IAP. Supporting units are: Regional Academic Locations, Law Enforcement, Health and Medical, HazMat/Environmental, Student Affairs, Biscayne Bay Campus, and Volunteer Management.

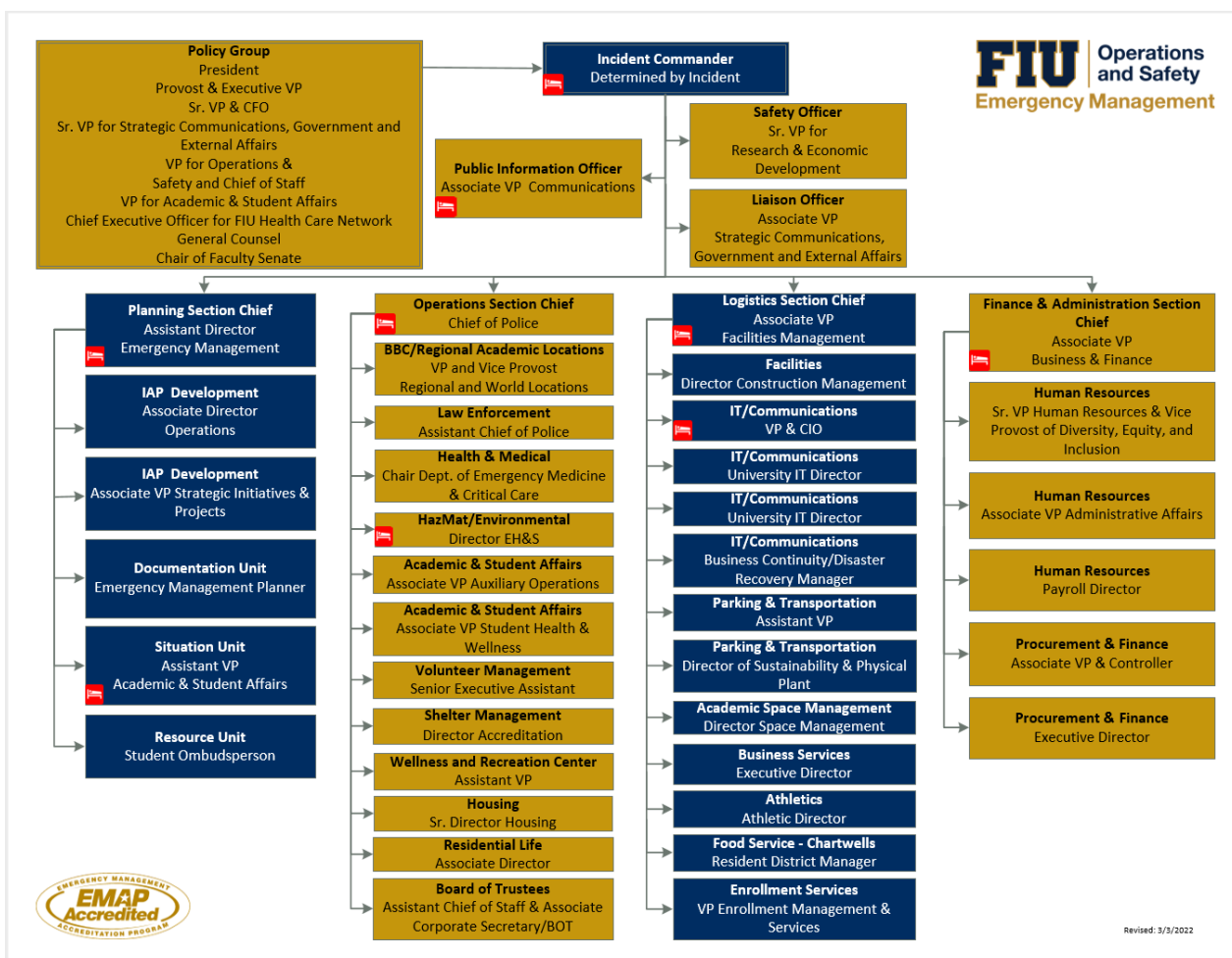
**The Finance and Administration Section Chief** oversees the procurement of necessary resources and time and labor costs for financial reimbursement. This section is responsible for executing pre-established emergency contracts with outside vendors and contractors, handling

any personnel issues related to the emergency, and is the lead for coordination of all FEMA reimbursement documentation. Supporting units are: Human Resources and Procurement and Finance.

## FIU COMMAND AND GENERAL STAFF



## LEVEL 1 EOC STAFFING



## XII. ORGANIZATION AND RESPONSIBILITIES

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**FIU's Department of Emergency Management** is responsible for developing and maintaining a comprehensive, all-hazards emergency management program and plan that encompasses the needs of all students, faculty, staff, and visitors. The National Incident Management System ICS is incorporated into this plan and will be implemented in the event of an emergency. During any university-wide emergency, DEM will implement this plan and manage the EOC.

The Department of Emergency Management, in coordination with its stakeholders, has assigned applicable University departments specific areas of responsibility in response to an emergency or disaster. In some instances, multiple departments may assist in the response and recovery of the University. However, the department listed will be considered the lead department with primary responsibility to coordinate and carry out the response. When assigning University departments' response functions, efforts were made to be consistent with the Miami-Dade County CEMP, the Florida Division of Emergency Management State Emergency Response Team, and the National Response Framework. Some emergency response functions (i.e. firefighting, search and rescue, etc.) do not lend themselves to an academic setting and are aligned with FIU's respective community partners. The table below illustrates University departments, local agencies, and their corresponding emergency response functions.



**UNIVERSITY DEPARTMENT OR LOCAL AGENCY AND CORRESPONDING  
EMERGENCY RESPONSE FUNCTION**

<b>Emergency Response Function</b>	<b>Corresponding FIU Department or Local Agency</b>	<b>Responsibilities</b>
<b>Administration and Finance</b>	FIU Office of Finance and Administration	<ul style="list-style-type: none"> <li>❖ Provides support for the Finance and Administration Section at the EOC during an emergency.</li> <li>❖ Assist with applications for federal reimbursement and cost recovery.</li> <li>❖ Develops and shares guidance for finance and budget personnel during an emergency. See <b>SOP for Disaster-Related Expenditures Reimbursement.</b></li> </ul>
<b>Agriculture and Natural Resources</b>	FIU Department of Environmental Health and Safety	<ul style="list-style-type: none"> <li>❖ Staff position at the EOC during an emergency.</li> <li>❖ Coordinates with other university units such as Facilities Management Department and regulatory agencies to protect, conserve, and manage landscape and natural resources.</li> <li>❖ Enforce environmental laws, regulations, policies, and procedures.</li> </ul>
<b>Alert and Notification</b>	FIU Department of Emergency Management	<ul style="list-style-type: none"> <li>❖ May serve as Incident Commander. Implement CEMP.</li> <li>❖ Notification to other key decision makers and university resources.</li> <li>❖ Coordinate and liaise with key university departments and units during initial response period.</li> <li>❖ Prepare EOC for activation. See <b>SOP for Emergency Operations Center.</b></li> </ul>

<b>Communications</b>	FIU Division of Information Technology	<ul style="list-style-type: none"> <li>❖ Serve as the lead for the Information Technology (IT)/Communications Unit. Support communication systems in the EOC during an emergency.</li> <li>❖ Ensure interoperability of telecommunications and maintain backup emergency communications.</li> <li>❖ Provide for protection of vital electronic records.</li> <li>❖ Provide technical assistance in data retrieval and restoration.</li> <li>❖ Assess the communications infrastructure. Troubleshoot, maintain, and support university communication systems. See <b>Division of Information Technology Disaster Recovery Plan</b> for additional information.</li> </ul>
<b>Critical Infrastructure and Key Resource Restoration</b>	FIU Facilities Management Department	<ul style="list-style-type: none"> <li>❖ Lead coordination with university departments for preliminary damage assessment operations to address critical infrastructure.</li> <li>❖ See <b>SOP for Damage Assessment Operations</b> for list of critical infrastructure at FIU. The <b>FIU Continuity of Operations Plan</b> outlines the university's essential functions for priority restoration operations.</li> </ul>
<b>Damage Assessment</b>	FIU Facilities Management Department	<ul style="list-style-type: none"> <li>❖ Lead joint damage assessment teams and coordinate with university departments and units (e.g. FIU Division of Information Technology, Department of Environmental Health and Safety) in accordance with the <b>SOP for Damage Assessment Operations</b>.</li> <li>❖ Report operational information and observed damage to EOC.</li> <li>❖ Identify any unmet needs that may require immediate attention.</li> </ul>

		<ul style="list-style-type: none"> <li>❖ Determine magnitude and severity of damage to structures and infrastructure.</li> <li>❖ Identify the areas and populations most in need.</li> </ul>
<b>Debris Management</b>	FIU Facilities Management Department	<ul style="list-style-type: none"> <li>❖ Serve as Logistics Section Chief and provides support to the Logistics Section.</li> <li>❖ Employ emergency debris clearance.</li> <li>❖ Lead damage assessment teams.</li> <li>❖ Coordinate with stakeholders for the debris removal and/or disposal process.</li> </ul>
<b>Detection and Monitoring</b>	FIU Police Department	<ul style="list-style-type: none"> <li>❖ Staff Operations Section Chief position and Law Enforcement Unit. May also serve as Incident Commander if criminal related.</li> <li>❖ Prioritize current incidents.</li> <li>❖ Collect and share data through field operations and via information systems. See <b>SOP for Situation Awareness</b> for additional information.</li> </ul>
<b>Direction, Control, and Coordination</b>	FIU Department of Emergency Management	<ul style="list-style-type: none"> <li>❖ May serve as Incident Commander and/or Planning Section Chief at the EOC during an emergency.</li> <li>❖ Coordinate efforts of the university incident management structure with other departments and units that have a role in emergency management. See <b>SOP for Emergency Operations Center</b> for additional information.</li> <li>❖ Maintain the <b>FIU CEMP</b>.</li> </ul>

<b>Donation Management</b>	FIU Division of Student Affairs	<ul style="list-style-type: none"> <li>❖ Coordinate with the Division of Strategic Communications, Government and External Affairs on sharing information with the university community on the donation process.</li> <li>❖ Coordinate with university departments regarding monetary donations.</li> </ul>
<b>Emergency Public Information</b>	FIU Division of Strategic Communications, Government and External Affairs	<ul style="list-style-type: none"> <li>❖ Communicate emergency instructions to the university community utilizing the various communications systems and social media outlets. See <b>FIU Emergency Notification and Crisis Communications Plan</b> for additional information.</li> <li>❖ Disseminate emergency alerts and instructions before and after an emergency event.</li> <li>❖ Collect and disseminate emergency public information.</li> <li>❖ Capture actions taken by internal and external stakeholders.</li> <li>❖ Maintain a credible, effective working relationship with the media, ensuring they have access to information.</li> <li>❖ Organize press conferences.</li> <li>❖ Provide a representative to the Joint Information Center, if necessary.</li> </ul>
<b>Energy and Utilities Services</b>	FIU Facilities Management Department	<ul style="list-style-type: none"> <li>❖ Coordinate with public works for utilities recovery and restoration.</li> <li>❖ Provides generator maintenance and fuel services for backup power. See <b>FMD Weather - Related Disaster Procedure</b>.</li> </ul>

<b>Evacuation and Shelter-in-Place</b>	FIU Police Department	<ul style="list-style-type: none"> <li>❖ Recommends response action (e.g. evacuation or shelter-in-place).</li> <li>❖ Coordinate with university departments and first responders to evacuate building(s).</li> <li>❖ Coordinate with Housing and Residential Life to address the sheltering and mass care needs of student residents if necessary.</li> <li>❖ Provides traffic support for evacuation.</li> </ul>
<b>Fatality Management and Mortuary Services</b>	<i>Miami-Dade Medical Examiner's Office</i>	<ul style="list-style-type: none"> <li>❖ <i>Serve as lead tasked with the identification and disposition of human remains in a mass fatality incident.</i></li> <li>❖ <i>Coordinate the identification and disposition of the deceased, which may include requesting Disaster Mortuary Assistance Teams in the event of mass casualties.</i></li> <li>❖ <i>Coordinate with university officials (i.e. if fatalities are criminal-related – FIUPD, if noncriminal related – FIU DEM)</i></li> </ul>
<b>Firefighting/Fire Protection</b>	<i>Miami-Dade Fire Rescue</i>	<ul style="list-style-type: none"> <li>❖ <i>Coordinate with FIUPD for access to campus facilities.</i></li> <li>❖ <i>Prioritize incidents and coordinate with supporting agencies and organizations during an emergency.</i></li> <li>❖ <i>Provide emergency medical service staff.</i></li> </ul>
<b>Food, Water, and Commodities Distribution</b>	FIU Office of Business Services	<ul style="list-style-type: none"> <li>❖ Lead the Business Services Unit at the EOC during an emergency.</li> <li>❖ Determine anticipated food and water needs and begin the process of obtaining items.</li> <li>❖ Provide immediate food and water needs of those sheltering at FIU.</li> <li>❖ Coordinate with vendors and Finance and Administration section for the acquisition of food and water.</li> </ul>



		<ul style="list-style-type: none"> <li>❖ Ensure the distribution of food and water to those sheltering at FIU through fixed and mobile feeding sites.</li> <li>❖ Coordinate with Logistics section for transportation resources to move food and water.</li> <li>❖ Collaborate with the Department of Emergency Management to coordinate with university departments and external stakeholders (e.g. Miami-Dade Office of Emergency Management) for commodities (e.g. N-95 masks) collection and/or distribution.</li> </ul>
<b>Hazardous Materials</b>	FIU Department of Environmental Health and Safety	<ul style="list-style-type: none"> <li>❖ Lead HazMat/Environmental Unit and may serve as Incident Commander at the EOC during an emergency.</li> <li>❖ Coordinate with Miami-Dade Fire Rescue HazMat team(s) and other agencies and organizations during an emergency response.</li> <li>❖ Inform and educate the university community on safety during an emergency.</li> <li>❖ Support collection and compilation of damage assessment.</li> <li>❖ Address environmental issues within debris management and damage assessment operations.</li> <li>❖ Assist with evaluating structures for habitability.</li> </ul>
<b>Information Collection, Analysis, and Dissemination</b>	FIU Department of Emergency Management	<ul style="list-style-type: none"> <li>❖ Staff the Planning Section at the EOC during an emergency.</li> <li>❖ Coordinate with stakeholders to develop a common operating picture. See <b>SOP for Situation Awareness</b> for additional information.</li> <li>❖ Monitor conditions and collect information relative to the emergency event.</li> </ul>

		<ul style="list-style-type: none"> <li>❖ Analyze and share information with appropriate stakeholders.</li> </ul>
<b>Law Enforcement</b>	FIU Police Department	<ul style="list-style-type: none"> <li>❖ Serve as lead for the Law Enforcement Unit at the EOC during an emergency.</li> <li>❖ Coordinate with university departments and external partners such as Miami-Dade Fire Rescue to address fire suppression, hazardous materials, security, traffic activities, evacuations and re-entry, etc.</li> <li>❖ Prioritize incidents.</li> <li>❖ Coordinate and provide staffing of police officers.</li> <li>❖ Assist in damage assessment operations.</li> <li>❖ Provide disaster communications support.</li> <li>❖ Communicating with Miami-Dade Police and local municipality law enforcement agencies.</li> <li>❖ Executing mutual aid agreements for augmenting law enforcement operations.</li> </ul>
<b>Mass Care and Sheltering</b>	FIU Housing and Residential Life	<ul style="list-style-type: none"> <li>❖ Lead the Housing Section at the EOC during an emergency.</li> <li>❖ Coordinate with university departments such as Office of Business Services for food and water to support sheltering operations.</li> <li>❖ Address the sheltering and mass care needs of student residents.</li> <li>❖ Provide frequent reports to the EOC.</li> </ul>

<b>Mutual Aid</b>	FIU Police Department	<ul style="list-style-type: none"> <li>❖ Coordinate with university departments to identify the resources to be accessed.</li> <li>❖ Provide reasonable assurance that those resources will be made available when required.</li> <li>❖ Coordinate with Finance and Administration Section to provide terms for compensation for the use of those resources.</li> </ul>
<b>Private Sector Coordination</b>	FIU Office of Business Services	<ul style="list-style-type: none"> <li>❖ Lead Business Services Unit at the EOC during an emergency.</li> <li>❖ Communicate university needs with vendors and the business community.</li> <li>❖ Coordinate with the Logistics Section to transport resources.</li> </ul>
<b>Public Health and Medical Services</b>	FIU College of Medicine	<ul style="list-style-type: none"> <li>❖ Liaise with the Florida Department of Health in Miami-Dade County.</li> <li>❖ Coordinate with FIU Health personnel and resources.</li> <li>❖ Monitor and address public health issues and concerns. See <b>SOP for Prevention and Protection Process</b> for additional information.</li> <li>❖ Disseminate health information to the University community.</li> </ul>
<b>Public Works and Engineering</b>	FIU Facilities Management Department	<ul style="list-style-type: none"> <li>❖ Serve as Logistics Section Chief and provide support to the Logistics Section.</li> <li>❖ Coordinate with stakeholders for debris removal and/or disposal in an orderly and timely fashion.</li> <li>❖ Perform university damage assessment following a disaster.</li> <li>❖ Perform emergency repairs (e.g. water collection systems, damaged roads).</li> <li>❖ Address landscape management issues. See <b>FIU Landscape and Irrigation Manual</b> for additional information.</li> </ul>

<b>Resource Management and Logistics</b>	FIU Facilities Management Department	<ul style="list-style-type: none"> <li>❖ Staff the Logistics Section Chief position at the EOC during an emergency.</li> <li>❖ Support and coordinate the resource management system before, during, and following an emergency event. See <b>FIU Resource Management Plan</b> and <b>SOP for Resource Management Operations</b> for additional information.</li> </ul>
<b>Search and Rescue</b>	<i>Miami-Dade Fire Rescue</i>	<ul style="list-style-type: none"> <li>❖ <i>Lead for urban search and rescue efforts.</i></li> <li>❖ <i>Coordinate with FIU Incident Commander, FIU Police Department, and other supporting agencies and organizations.</i></li> <li>❖ <i>Conduct physical search and rescue operations in damaged/collapsed structures and transportation accidents to locate and extricate victims.</i></li> <li>❖ <i>Administer immediate medical attention for life-threatening injuries.</i></li> <li>❖ <i>Carry out reconnaissance duties to assess damage and determine needs.</i></li> <li>❖ <i>Provide disaster communications support.</i></li> <li>❖ <i>Coordinate with FIU the identification of missing persons.</i></li> <li>❖ <i>Perform specialized operations such as diving and confined space rescues.</i></li> <li>❖ <i>Alert stakeholders (i.e. Miami-Dade Police, Medical Examiner, and FIU) of deceased victims.</i></li> </ul>
<b>Transportation Systems and Resources</b>	FIU Department of Parking, Sustainability, and Transportation	<ul style="list-style-type: none"> <li>❖ Serve as lead to the Parking and Transportation Unit at the EOC during an emergency.</li> <li>❖ Cease transportation services as appropriate during an impending storm or hazard.</li> </ul>

		<ul style="list-style-type: none"> <li>❖ Collect, analyze, and distribute information on the status of the transportation infrastructure (e.g. parking garages and lots).</li> <li>❖ Manage transportation services to support emergency operations.</li> <li>❖ Preposition equipment and resources (e.g. signage) to support emergency operations.</li> <li>❖ Participate in debris management on university roadways.</li> <li>❖ Evaluate transportation needs and restore transportation services.</li> </ul>
<b>Volunteer Management</b>	FIU Department of Emergency Management	<ul style="list-style-type: none"> <li>❖ Staff the Volunteer Management Unit at EOC during an emergency.</li> <li>❖ Arrange just-in-time training to support response and recovery operations.</li> <li>❖ Organize, deploy, and demobilize volunteers in accordance with the <b>FIU Disaster Volunteers Program Guide</b>.</li> </ul>
<b>Warning</b>	FIU Police Department	<ul style="list-style-type: none"> <li>❖ Handles emergency calls from telephones, elevator phones, and emergency call boxes, as well as calls for service, i.e. motorist assists, escorts, opening and securing doors/buildings.</li> <li>❖ Issues FIU Alert to university community and/or building occupants.</li> <li>❖ Monitor fire and burglar alarms.</li> <li>❖ Operate Florida Department of Law Enforcement and Miami-Dade information systems for law enforcement purposes.</li> <li>❖ Staff Operations Section Chief position and Law Enforcement Unit. May also serve as Incident Commander if criminal related.</li> <li>❖ Prioritize current incidents.</li> </ul>

		❖ Collect and share data through field operations and via information systems. See <b>SOP for Situation Awareness</b> for additional information.
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**FIU's Disability Resource Center (DRC)** is the primary University unit responsible for the coordination of accommodations for students with disabilities. DEM works in partnership with the DRC to reasonably accommodate any requests for assistance during an emergency and provides information and support to the DRC prior to any emergencies.

**FIU's Inclusion Diversity Equity and Access (IDEA)** is the primary University unit responsible for support of diversity as it relates to gender, socioeconomic status, gender identity, race, ethnicity, physical and mental ability, nationality, military status, sexual orientation, spirituality and cultural identity and assisting with the coordination of reasonable and appropriate accommodations for employees. DEM works in partnership with IDEA to reasonably accommodate any requests for assistance during an emergency and provides information and support to IDEA prior to any emergencies.

**The Policy Group** consists of senior executive level University administrators, determined by the President, who provide policy decisions, authority and strategic direction to the Incident Commander during an emergency.

**The Incident Commander** is determined by incident and assigned by the President. The IC is responsible for the overall management of the incident and keeping the Policy Group informed of all relevant issues pertaining to the event. Depending upon the type of incident, the IC may be the Assistant Vice President for the Division of Operations and Safety/DEM Director, FIU's Police Chief or another FIU department head with subject matter expertise in the specific emergency. For instance, if FIU were subjected to a large-scale cyber-attack, the Vice President of Information Technology & Chief Information Officer would serve as the IC. University department heads who may be tasked as the IC in a specific incident receive training and exercise their IC role during regularly scheduled tabletop exercises in the EOC.

**FIU's Emergency Operations Center staff** consists of University Vice Presidents, Associate and Assistant Vice Presidents, Department Directors, and other staff from key University departments who have been assigned a specific role in the EOC during an emergency. Staff assigned to the EOC are encouraged to take introductory ICS training and required to participate in regular, ongoing tabletop exercises drawn from the Department of Homeland Security's 15 all hazards National Planning Scenarios as well as other identified hazards that may impact the University.

## **XIII. INFORMATION COLLECTION, ANALYSIS AND DISSEMINATION**

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### **A. INFORMATION COLLECTION AND ANALYSIS**

During normal conditions, the DEM is constantly monitoring conditions and gathering information relative to potential emergencies. Information is collected from internal departments, local, state and federal governmental agencies, local community partners, first responders and the media. Information is analyzed and shared with appropriate stakeholders as necessary. Types of information and sources will vary depending upon the potential emergency (i.e. weather, public health, security threats, etc.).

The FIU Police Department also monitors situations, gathers, and analyzes intelligence data and notifies appropriate stakeholders as necessary. If information is received that warrants activating the EOC, the procedures outlined in this CEMP will be followed.

When the EOC is activated, ongoing information from essential departments, local, state and federal partners will be used to assist with the appropriate response and recovery actions. Maintaining situational awareness to provide the necessary response and recovery actions is a primary function of the EOC.

## **B. PUBLIC INFORMATION AND OUTREACH**

FIU Division of Strategic Communications, Government and External Affairs is the University unit responsible for developing and disseminating information to the University community and media before, during and after an incident as well as coordinating any press conferences. University-wide emails, social media accounts, FIU's telephone hotline, FIU's main webpage, and media releases are the primary methods utilized to disseminate information. FIU Division of Strategic Communications, Government and External Affairs maintains a detailed communications plan and an internal listserv to ensure a robust communications strategy can be implemented throughout any type of emergency. The **FIU Emergency Notification and Crisis Communications Plan** is tested during regular semester tests of FIU's overall emergency notification system known as [FIU Alert](#) and a copy of the plan is maintained by FIU Department of Emergency Management.

## **C. EMERGENCY NOTIFICATION**

If there is an imminent threat or dangerous situation that may affect the safety of the FIU community, an emergency notification will be sent out by FIUPD dispatch utilizing FIU Alert. FIU Alert is FIU's multiple communication platform for emergency notification. Platforms include text messages and voice calls to registered cell phones, emails, visual and audio messages through the University's voice over internet protocol (VOIP) telephone system, indoor and outdoor speakers, FIU's main webpage, social media, cable TV, indoor and outdoor electronic message boards. Additional information about FIU Alert can be found in the **FIU Emergency Notification and Crisis Communications Plan**.

If an emergency occurs without warning necessitating immediate notification of the Policy Group and EOC staff, a special group notification has been created in FIU Alert that can immediately send a notification to report to the EOC. In instances where there is notice of a potential event (i.e. hurricane or tropical storm), briefing meetings with the Policy Group and EOC staff will be scheduled to determine when the EOC will be activated.

# **XIV. COMMUNICATIONS**

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Multiple University units (Division of Student Affairs, Facilities Management Department, FIU Athletics, etc.) utilize two-way radios to communicate within their respective units. These systems can be utilized during an emergency to maintain communications within the unit and maintain communications with the EOC. FIU Police utilize 800 MHz radios that are capable of

communicating with the Miami-Dade County Police Department. FIU Department of Emergency Management also manages a cache of 800 MHz radios that could be quickly deployed.

The EOC has redundant communication capabilities, including its own telecommunications interface. There are 25 VOIP telephones, five (5) analog lines, two-way radios, a fixed satellite phone, and a cache of satellite phones that can be distributed if necessary. Cable TV and an air TV antenna provide redundant media capabilities while a satellite data link provides redundancy for data using satellite technology in the event the Division of Information Technology infrastructure is down. Additionally, the EOC is on a backup generator that can supply emergency power for up to 72 hours. Detailed information about FIU's emergency communications can be found in the [\*\*FIU Emergency Notification and Crisis Communications Plan\*\*](#) and the [\*\*SOP for Emergency Operations Center\*\*](#).

## XV. FINANCE, ADMINISTRATION, AND LOGISTICS

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### A. FINANCE AND ADMINISTRATION

In an emergency declared by the University President, [FIU Purchasing Regulation 2201 5\(a\) Emergency Purchases](#), supplemental to [Chapter 18 of the Florida Board of Governors' Purchasing Regulations](#), authorizes the President to waive competitive solicitation procedures and formalities for the procurement of commodities and services if determined that a delay in procurement will result in an immediate danger to the public health, safety or welfare of the University or would otherwise cause significant injury or harm not in the best interest of the University, including University tangible and/or intangible assets.

Each University unit is responsible for tracking and documenting all expenses related to the preparation, response, recovery, and mitigation of an emergency incurred by their unit. All purchases should follow the [University Procurement Procedures](#), particularly when purchased in preparation for a potential event. If expenditures were made in preparation for a potential emergency and the event is not declared by the Governor of Florida and President of the United States, expenses should still be tracked so the University can monitor the costs. If a state of emergency has been declared by the Governor of Florida followed by a Presidential Disaster Declaration issued by the President of the United States, pre-disaster preparation expenses may be eligible for reimbursement from Federal Emergency Management Agency (FEMA). However, funds expended in the absence of a presidential declaration will be incurred by the individual University unit. When a state of emergency is declared by the Governor of Florida and President of the United States, it is imperative that the University capture and maintain all records and documentation related to disaster expenditures in order to successfully request and receive reimbursement from FEMA. Additional information about the reimbursement process can be found in the [\*\*SOP for Disaster-Related Expenditures Reimbursement\*\*](#).

If a presidential disaster declaration is issued, expenses incurred in preparation of the disaster and immediately following may be eligible for reimbursement from FEMA. Invoices associated to disaster-related expenditures should be clearly marked by name of the event or the disaster declaration number assigned to it by FEMA (i.e., DR-1234). The invoice should clearly provide an

explanation of the necessity of the expense. Repairs performed by the Facilities Management Department or subcontractors will be recorded in specific project worksheets segregated from regular construction, repair or maintenance activities. Proper documentation is imperative.

Detailed procedures and forms for submitting disaster related expenses are available on the [Office of the Controller](#) website.

## **B. LOGISTICS SUPPORT AND RESOURCE MANAGEMENT**

Before or during emergency operations it may be necessary to identify and acquire resources in addition to the supplies and equipment generally on hand at the University. FIU departments will coordinate acquisition of additional or specialized resources and consult with the FIU Office of the Controller—Procurement Services.

<b>Resource</b>	<b>Corresponding FIU Unit</b>
Two-Way Radios	Department of Emergency Management
Weather Radios	Department of Emergency Management
Emergency Notification System	Police Department/Department of Emergency Management
Coordination Facilities	Department of Emergency Management
Communication Infrastructure and Support	Division of Information Technology
Police Personnel and Support	Police Department
Barricades and Signs	Department of Parking, Sustainability, and Transportation
Food and Water	Office of Business Services
Evacuation Shelter Supplies	Housing and Residential Life
Hazardous Spill Kit	Department of Environmental Health and Safety

Public Information	FIU Division of Strategic Communications, Government and External Affairs
Clinical Healthcare Staff	College of Medicine

The resources necessary to activate the emergency response coordination capabilities are highlighted in the **SOP for Emergency Operations Center**. Other emergency resources are detailed in the **FIU Resource Management Plan**. To implement this Plan, a list of resources and the corresponding FIU unit listed below:

The FIU Office of the Controller–Procurement Services can assist with acquiring resources. Once supplies or equipment are received, the responsibility transfers to the FIU unit assuming control of the resource. Internal and vendor resources should be exhausted before seeking external assistance or mutual aid. FIU Department of Emergency Management can assist FIU units with making resource request via Miami-Dade County WebEOC (see **SOP for Resource Management Operations** for further information on the resource request and receiving process) or State of Florida State University System.

## XVI. MITIGATION

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Hazard mitigation planning involves identifying hazards that FIU may be most susceptible to, determining the frequency and magnitude of specific hazards, assessing the vulnerability of the infrastructure and natural environment to those risks, and identifying mitigation funding and actions to address the risks and vulnerabilities to prevent future damage from recognized hazards. FIU continually evaluates current infrastructure for mitigation opportunities and seeks to include appropriate mitigation measures when constructing new facilities.

### A. LOCAL MITIGATION STRATEGY

FIU is an active member of the Miami-Dade County Local Mitigation Strategy Working Group made up of representatives from Miami-Dade municipalities, county departments, state and federal agencies, schools, colleges and universities, hospitals, private for-profit and not-for-profit organizations. The [Local Mitigation Strategy \(LMS\)](#) is a whole community initiative designed to reduce or eliminate the long-term risk to human life and property from hazards. The LMS plan is a multi-volume plan that documents the planning process and addresses mitigation measures in relation to the hazard risk and vulnerability assessment of Miami-Dade County. The LMS plan is approved by the state and FEMA, and identifies mitigation projects submitted by members of the Working Group. Approved projects must be in the plan in order for members to apply for and receive disaster funding if it becomes available. Funding can include, but is not limited to, the Hazard Mitigation Grant Program, Pre-Disaster Mitigation Grants, Flood Mitigation Assistance, Severe Repetitive Loss and Repetitive Flood Claims. FIU has formally adopted Miami-Dade County's Local Mitigation Strategy and has submitted projects to the plan. Additional information can be found in the **FIU Mitigation Plan**.



Approximately 98% of all presidentially declared disasters are weather related. The National Weather Service's (NWS) [StormReady®](#) program promotes practices that encourage communities to better prepare for a weather emergency through advance planning, education and awareness. Requirements for a StormReady® designation include:

- A 24-hour warning point and Emergency Operations Center.
- Redundant methods of receiving severe weather warnings and the ability to alert the University community.
- A system that monitors local weather conditions.
- Promoting readiness through community education and awareness.
- A formal hazardous weather plan, which includes training severe weather spotters and conducting emergency exercises.

FIU was designated as a StormReady® University in 2009 and has been successfully recertified every three (3) years since then by implementing and maintaining the requirements for StormReady® designation, resulting in a better prepared University regarding the dangers of severe weather.

### **C. CITIES READINESS INITIATIVE (CRI)**

The [CRI](#), through the Centers for Disease Control and Prevention Office of Public Health Preparedness and Response, is a federally funded effort to prepare major cities to respond to a large-scale bioterrorist event by dispensing the appropriate medication to the affected population within 48 hours of the event. There are currently 13 CRI counties in Florida including Miami-Dade, Broward and Palm Beach. Points of Dispensing (POD) will be the primary means of dispensing prophylactic medications from the [Strategic National Stockpile](#) to individuals who are currently healthy but may have been exposed to agent. FIU has partnered with the Florida Department of Health in Miami-Dade County to function as a closed POD for its students, faculty staff and their family members. Additional information about FIU's closed POD can be found in the **CEMP Annex: Pandemic**.

### **D. CONTINUITY OF OPERATIONS PLANNING**

The [FL Board of Governors regulation 3.001\(c\) Campus Emergency Management](#) requires each university to develop a continuity of operations plan (COOP) to ensure continuity of essential university functions under all circumstances in accordance with [F.S., Chapter 252.365, Emergency Management](#). The **FIU Continuity of Operations Plan** provides a framework to ensure essential functions continue without pause in an environment that is threatened, diminished, or incapacitated, and the relocation of selected personnel and functions as required. While the severity and consequences of an emergency cannot be predicted, effective contingency planning can minimize the impact on the University's mission, personnel, and facilities.

FIU requires each University unit to develop a COOP specific to their respective unit Emergencies can occur that may affect only portions of the University, but can disrupt overall University operations (i.e. Fire in the payroll department, lab accident in a research building, etc.),



which necessitates having unit specific contingency plans. FIU utilizes [FIU Ready](#), an online COOP planning tool designed specifically for universities to facilitate this process. Additionally, DEM staff provide training and technical assistance on COOP planning.

Update unit COOPS are due annually on June 1. An effective unit COOP should address the following areas:

- Protect human life.
- Identify and prioritize critical functions that must continue regardless of the disruption.
- Create plans and procedures that will mitigate against disruptions to maintain operations.
- Protect critical equipment, records and other essential assets.
- Identify alternate work locations.
- Identify succession in unit leadership; delegations of authority.
- Reduce the time it takes to recover and restore full operations.
- Training, testing and validation of plan.

## XVII. TRAINING AND EXERCISE

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The Department of Emergency Management maintains a robust training and exercise program utilizing the Department of Homeland Security's 15 National Planning Scenarios as well as other vulnerabilities FIU may be exposed to such as severe weather, civil disturbances, active shooter, etc. that may impact the University and its operations. The scenarios are an integral component of the Department of Homeland Security's capabilities-based approach to implementing [Department of Homeland Security Presidential Policy Directive 8: National Preparedness](#). The scenarios depict potential terrorist attacks to natural, technological and human-generated disasters and are designed to promote preparedness planning, capability assessment and readiness metrics at all levels of government. Using these scenarios, DEM conducts tabletop exercises on a regular basis with the Policy Group and EOC staff in the EOC. In each exercise, portions of the CEMP are tested along with response and recovery capabilities. An after action review is conducted following each exercise to determine any areas of improvement or gaps in FIU's preparedness, response and recovery capabilities.

The Department of Emergency Management also collaborates with all local and state emergency response agencies to identify additional training opportunities that can benefit University personnel. FIU Police, who staff the Divisional EOC seat in Miami-Dade County's EOC, attend annual training as well as ongoing departmental training. Additional information can be found in the [FIU Training and Exercise Plan](#).

## XVIII. PLAN DEVELOPMENT, MAINTENANCE, AND REVISIONS

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The Florida International University Comprehensive Emergency Management Plan will follow the procedures delineated in the **SOP for Plan Development, Maintenance, and Revisions**.

## XIX. GLOSSARY

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<b>Activated</b>	The Comprehensive Emergency Management Plan has been implemented in whole or in part due to an emergency event. Also applies to standing up the Emergency Operations Center with trained staff and necessary equipment to manage the event.
<b>After Action Report</b>	A written report developed following an After Action Review that documents the findings of the After Action Review. Areas of improvement are assigned with deadlines and responsible parties for implementation of improvements.
<b>After Action Review</b>	A facilitated meeting with all parties involved in responding to an event or participating in an exercise to identify strengths and areas of weakness that will be documented in an After Action Report to further strengthen preparedness, response and recovery capabilities.
<b>Alternate Worksite</b>	A work location, other than the primary location, to be used when the primary location is not accessible.
<b>Command Post</b>	Specific area staffed by personnel, usually FIUPD, responsible for commanding, controlling and coordinating the use of resources and personnel in response to an incident.
<b>Comprehensive Emergency Management Plan</b>	The overarching document that contains the policies, authorities, concept of operations and emergency responsibilities that provide the framework that drives an organization's preparedness, response and recovery actions to an incident. The CEMP does not contain departmental standard operating procedures.
<b>Continuity of Operations Plan</b>	The document developed by individual University units that details the plans, procedures and resources needed to ensure continuance of its minimum essential functions across a wide range of potential emergencies that may disrupt day-to-day operations.
<b>Critical Function</b>	Activity or process that cannot be disrupted for several days without having a significant negative impact on the University.

<b>Critical Records</b>	Records or documents that if damaged, destroyed or lost would cause considerable disruption to the University and would require replacement or recreation at a considerable expense to the University.
<b>Declaration</b>	A written request to the President of the United States from a Governor through the FEMA regional office, certifying that the combined local, county and state resources are insufficient and that the situation is beyond their recovery capabilities and federal assistance is needed to restore the community.
<b>Disaster</b>	A sudden event that causes great damage, suffering and loss of life to many people.
<b>Emergency</b>	A situation or event that requires an immediate response to protect life and property (i.e. natural disasters, explosions, chemical, biological or radiological releases, structural failures, etc.).
<b>Emergency Operations Center</b>	A pre-determined physical location with communications equipment and trained staff where University administration and staff direct and control an emergency.
<b>Emergency Operations Center Staff</b>	University staff who have been assigned and trained to work in the EOC during an activation to coordinate the response and recovery actions during a campus wide emergency.
<b>Exercise</b>	A simulated emergency scenario that tests an organization's emergency preparedness, response and recovery capabilities to identify areas of strength improvement.
<b>Federal Emergency Management Agency</b>	An agency of the Department of Homeland Security whose primary purpose is to coordinate disaster response in the US when the resources of local and state authorities are overwhelmed.
<b>FIU Alert</b>	FIU Alert is an emergency notification system used to notify the FIU community of any imminent or immediate threat to life safety. It is designed to reach as many people as possible in a timely manner while also maintaining redundancy should one or several of the methods fail. To achieve this, the system uses multiple methods of communication (i.e. phone calls, text messages, outdoor speakers, voice over internet protocol phones, emergency

	callboxes, FIU e-mail, social media, electronic message boards, and FIU main webpage
<b>Hazard</b>	A danger or risk that has the potential for causing damage to life, property or the environment.
<b>Hazardous Material</b>	Material and products from commercial, recreational, industrial and agricultural sources that contain chemicals with one or more of the following characteristics, as defined by the Environmental Protection Agency: toxic, flammable, corrosive or reactive and requires special handling because of the hazards posed to public health, safety or the environment.
<b>Incident Action Plan</b>	A document that identifies incident objectives and provides FIU Comprehensive Emergency Management Plan 2018 44   P a g e essential information regarding incident organization, resource allocation, work assignments, safety and weather.
<b>Incident</b>	An event limited in scope that may cause disruption, but not considered a major, campus wide emergency (i.e. police activity, water leak, small fire, etc.). May require response from multiple University departments and/or outside entities, but no EOC activation.
<b>Incident Command System</b>	A standardized all-hazard construct used to command, control, and coordinate resources and personnel during an emergency; an integrated organizational structure with common operating principles that can expand or contract as the event requires.
<b>Logistics</b>	The coordination of procuring and supplying facilities, equipment and services in support of an emergency.
<b>Memorandum Of Understanding</b>	A written understanding between two or more entities providing specific assistance and/or resources before, during or after a disaster.
<b>Mitigation</b>	Any action taken to reduce or eliminate the risk to human life and property from hazards; cost-effective measures to reduce the potential for damage to a facility or facilities from a disaster event.
<b>Mutual Aid</b>	Pre-arranged resources from another similar entity are provided when essential resources of one party are not adequate to meet the needs of a disaster or other emergency.

<b>Mutual Aid Agreement</b>	A written agreement between two or more similar entities to provide assistance before, during or after a disaster to facilitate the rapid mobilization of personnel, equipment and supplies.
<b>National Incident Management System</b>	A consistent nationwide approach for all levels of government, the public and private sectors and non-governmental organizations to work effectively and efficiently together to prepare for, respond to and recover from domestic incidents regardless of cause, size, or complexity.
<b>National Response Framework</b>	A FEMA document that provides context for how the whole community works together and how response efforts relate to other parts of national preparedness. It is one (1) of five (5) documents in the suite of National Planning Frameworks: Prevention, Protection, Mitigation, Response and Recovery. It covers the capabilities necessary to save lives, protect property, the environment and meet basic human needs after a disaster has occurred.
<b>Point of Dispensing</b>	A physical location staffed to dispense prophylactic medications FIU Comprehensive Emergency Management Plan 2018 45   Page in a large scale, catastrophic medical event or biological attack.
<b>Point of Distribution</b>	A physical location staffed to distribute supplies such as water, meals, tarps, etc. following a large scale, catastrophic event such as a hurricane, tornado, earthquake, etc.
<b>Preliminary Damage Assessment</b>	The process used to determine the estimated extent of damage and costs to a community following a disaster. Preliminary damage assessments are used to support the governor's request for a declaration.
<b>Preparedness</b>	A continuous cycle of planning, training, equipping, exercising, evaluating and taking corrective action in an effort to maintain a state of readiness to respond to a disaster or emergency.
<b>Recovery</b>	The long-term activities beyond the initial crisis period and emergency response phase of disaster operations that focus on returning all systems in the community to a normal status. Implementation of mitigation strategies is often part of the recovery process.

<b>Response</b>	Immediate actions to save lives, protect property and meet basic human needs; execution of emergency plans to limit the loss of life, injury and property damage.
<b>Standard Operating Procedure</b>	Standard operating procedure (or SOP) is a set of step-by-step instructions compiled by an organization to help personnel carry out complex routine operations. SOPs aim to achieve efficiency, quality output, and uniformity of performance while reducing miscommunication and failure to comply with regulations.





